

# **The Influence of Loyalty, Education & Training, and Performance on Job Promotions**

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## **Abstract**

This paper aims: (1) to find out and analyze the influence of loyalty, education & training, and performance, on job promotions; (2) to find out and analyze the effect of loyalty on job promotions; (3) to find out and analyze the effect of education & training on job promotions; and (4) to find out and analyze the effect of performance on job promotions. The study was conducted at the Office of PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. This descriptive causal research was conducted to investigate the relationship between variables involving 80 respondents who had been determined using a sampling method. The data analysis method used is multiple linear regression models. The results of multiple linear regression analysis showed that: (1) loyalty, education & training, and performance simultaneously had a significant effect on job promotions; (2) loyalty performance has a significant effect on job promotions; (3) education & training have a significant effect on the job promotions; and (4) performance has a significant effect on job promotions.

## **Keywords:**

Loyalty, education & training, performance, job promotions, regression model.

## **1. Introduction**

Job promotion is an opportunity for growth and advancement that can encourage employees to be better, and more enthusiastic about doing work in an organizational environment. Oyewunmi et al. (2017) state that promotion is trust and recognition of an employee's ability to occupy a higher position. Through job promotions, employees feel valued, cared for, needed, and their work abilities are recognized by the leadership of the organization. They will

produce high output and always increase loyalty to the organization where they work. To be promoted an employee must have better values than other employees, including dedication, high loyalty, sufficient work experience, a high level of education, education & training in structured human resources, and good work performance towards an employee. organization where it works. For that, the organization must be able to place the right employees to occupy a position. Following the principle of “the right man on the right place” so that the organization will place employees who are truly able to carry out their obligations and responsibilities for a position.

Loyalty is something that is reflected by the willingness of employees to maintain and defend the organization both inside and outside of work, from interference from irresponsible parties (Mathis and Jackson, 2008). To ensure the proper functioning of tasks and tasks, employees must have high loyalty to the progress of an organization. Loyalty will form someone to always try to better improve the quality of the organization. Besides the loyalty that must be owned by employees, it is also necessary to pay attention to employee coaching while on duty (Conrad, 2010; Sharuddin & Sulaiman, 2016; Ansah, 2017). Education & training is one of the efforts to foster employees while on duty and is a very influential factor in the quality of human resources. Education & training that have been followed by employees can be used as a tool to improve the quality of work to gain opportunities for promotion. Itika (2011) argues that education & training is a process of teaching certain knowledge and expertise, and attitudes so that employees become more skilled and able to carry out their responsibilities better following standards.

A person who has high knowledge and skills is often assumed to have more good thoughts, than someone who has low knowledge and skills. Employees who have undertaken certain levels of education & training in stages and higher levels, cause an employee to have certain knowledge and skills, able and capable to carry out the work well. Human resource development for employees of PT. Pos Indonesia (Persero) Tbk. Regional V Bandung through education & training is the dominant factor that can support formal education that has been obtained by employees (Elnaga & Imran, 2013; Tahir et al., 2014; Valentine, 2017; Halawi & Haydar, 2018). Both of these are factors that can improve performance efficiency, and improve product performance for employees. Recognizing the importance of formal education owned by employees, as well as the education & training that is followed by employees, the efforts of PT. Pos Indonesia (Persero) Tbk. Regional V Bandung continuously in improving the development and development of education & training programs. In knowing loyalty, as well as changes in the skills, knowledge, and insights of the employees of PT. Pos Indonesia (Persero) Tbk. Regional V Bandung, of course, we need a measurement tool that objectively describes the changes in question namely performance appraisal. Employee performance appraisal is a systematic procedure where the actual performance of an employee is formally assessed including qualitative and quantitative aspects by comparing actual performance with established work standards. Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, and sincerity (United Nations Economic Commission for Europe, 2013). Performance is important for every employee of PT. Pos Indonesia (Persero) Tbk. Regional V Bandung as individual feedback and also useful for relevant agencies and staff development officials in decision making and policies relating to human resource development including, in this case, is the job promotions (Evangeline & Thavakumar, 2015; Razak et al., 2018).

PT. Pos Indonesia (Persero) Tbk. Regional V Bandung is the headquarters of all activities, so it is different from the existing branch offices in PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. Because all core officials will easily control more clearly and quickly on all policies and rules of PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. Therefore, in providing job promotion opportunities to employees, they must pay attention to the appropriateness of employee appropriateness to get promotion opportunities to a higher level. In the initial research conducted, various phenomena exist within PT. Pos Indonesia (Persero) Tbk. Regional V Bandung, related to loyalty, education & training and employee performance related to opportunities for promotion. As stated by Lapina et al. (2014) the requirements for employees to be promoted are to have honesty, good work discipline, good performance, cooperation, skills, loyalty, leadership, communicative and education level following job specifications.

Based on the description above, in this paper researched the influence of loyalty, education & training, and performance on job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. The purpose of this study is: to find out and analyze whether there is an influence between loyalty, education & training, and performance on job promotions, to find out and analyze whether there is an influence between loyalty to job promotions, to find out and analyze whether there is an influence between education & training on job promotions, to find out and analyze whether there is an influence of performance on job promotions.

## **2. Methods**

The analytical approach used in this study is the multiple regression model (Multiple Regression Analysis). Multiple regression analysis is used to determine the effect of independent variables on the dependent variable. To find out the size of the contribution of independent variables to the dependent variable and analyzed with the SPSS 16.0

program. The regression equation model for the three predictors is formulated as follows (Golberg & Cho, 2004; Champbell & Champbell, 2008; Uyanik & Guler, 2013).

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon, \quad (1)$$

where  $Y$  is job promotions;  $X_1$  is loyalty;  $X_2$  is education & training;  $X_3$  is performance;  $\beta_0$  is constant (intercept);  $\beta_1, \beta_2, \beta_3$  are the amount to be expected (regression coefficient); and  $\varepsilon$  is error.

### 3. Results and Discussion

#### 3.1 Results

##### 3.1.1 Multiple Linear Regression Analysis

In the context of this research, multiple linear regression is used to measure the effect of loyalty ( $X_1$ ), education & training ( $X_2$ ), and performance ( $X_3$ ) with variables dependent on job promotions ( $Y$ ). Following the results of the multiple linear regression analysis that refers to equation (1), using SPSS 16.0 computer aids obtained the results of the study as given in Table 1.

**Table 1.** Results of Multiple Linear Regression Calculations

Dependent Variable Y (Job Promotions)				
Variable	Regression Coefficient	Standard Error	T	Sig
Constant (C)	1.575	0.208	7.57212	0.000
Loyalty ( $X_1$ )	0.286	0.053	5.39623	0.000
Education & Training ( $X_2$ )	0.177	0.032	5.53125	0.000
Performance ( $X_3$ )	0.195	0.045	4.33333	0.000
$R = 0.764$	$F_{count} = 44.418$	$SigF = 0.000$		
$R_{square} = 0.586$	$Adjusted R_{square} = 0.578$			

The Regression Model obtained from Table 1, can be written in the form of an equation as follows:

$$Y = 1.575 + 0.286X_1 + 0.177X_2 + 0.195X_3 + e.$$

The equation shows, the independent variables analyzed in the form of variables  $X_1, X_2,$  and  $X_3$  give effect to the independent variables of the regression analysis model of job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung can be seen as follows:

- 1) For a constant value of 1.575 means job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung before the presence of independent variables amounted to 1.575.
- 2) Loyalty ( $X_1$ ) with a regression coefficient of 0.286 means that there is a positive influence between loyalty and job promotions. This means that the higher the loyalty of employees at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung will increasingly be promoted.
- 3) Education & training ( $X_2$ ) with a regression coefficient of 0.177 this means that there is a positive influence between education & training and job promotions. This means that the higher education & training participated by employees at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung will increasingly be promoted.
- 4) Performance ( $X_3$ ) with a regression coefficient of 0.195 means that there is a positive influence between performance and job promotions. This means that the higher the performance of employees at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung will increasingly be promoted.

#### First Hypothesis Testing

The simultaneous test is a test to find out whether the independent variable ( $X$ ) studied influences the dependent variable ( $Y$ ) means all the independent variables, namely loyalty ( $X_1$ ), education & training ( $X_2$ ), and performance ( $X_3$ ), with the non-independent variable job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung as follows.

From Table 1, it can be seen that the determination test results (model reliability) show the Adjusted R-Square value = 0.578 or = 57.80%. This means that 57.80% of the independent variables are influenced by the three independent variables, the rest of the independent variables are influenced by other variables not examined. Furthermore, the table is obtained F-count = 44.418 at the real level  $\alpha = 0.05$  or  $\alpha < 0.05$ . The table shows that the significance value  $F = 0.000$ . So that it can be stated that together (simultaneously) the independent variable has a significant effect on the dependent variable. So that the first hypothesis states that: loyalty, education & training, and performance significantly influence the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung based on the results of the F-test proved to be proven.

## **Second, Third and Fourth Hypothesis Testing**

Partial testing is intended to see the effect of each independent variable on the dependent variable, as follows.

1) Loyalty ( $X_1$ )

For the loyalty variable, the calculation results show that the regression coefficient value is 0.286, while the significance level of  $t$  is 0.000. So that the Sig- $t$  value  $< 0.05$  at 95% confidence level. So it can be stated that the variable of loyalty has a significant influence on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. So that the second hypothesis states that: Loyalty has an influence and significant effect on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung, based on the results of the  $t$ -test, turned out to be proven.

2) Education & Training ( $X_2$ )

For education & training variables, the calculation results show that the regression coefficient value is 0.177, while the significance level of  $t$  is 0.000. So that the Sig- $t$  value  $< 0.05$  at 95% confidence level. So it can be stated that the loyalty variable has a significant influence on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. So that the third hypothesis which states that: Education & Training has a significant effect on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung, based on the results of the  $t$ -test turned out to be proven.

3) Performance ( $X_3$ )

For the performance variable, the calculation results show that the regression coefficient value is 0.195, while the level of significance  $t$  is 0.000. So that the Sig- $t$  value  $< 0.05$  at 95% confidence level. So it can be stated that the performance variable has a significant influence on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. So that the fourth hypothesis states that: Performance significantly influences the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung, based on the results of the  $t$ -test turned out to be proven.

## **3.2 Discussion**

### **3.2.1 The Influence of Loyalty, Education & Training, and Performance on Job Promotions**

The test results about the effect of loyalty, education & training, and performance on job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung as described previously proves that loyalty, education & training, as well as performance, have a positive and significant effect on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. Based on these results, it can be stated that the job promotions to be given to employees will increase if supported by loyalty, education & training as well as improved and better performance that is owned by employees.

Loyalty is an effort and attitude of someone to remain loyal and well committed to superiors and organizations to try to do the best for the organization and its leaders. Meanwhile, the education & training a person has and goes through is an effort made to achieve better performance. On the other hand, better performance is an effort to carry out its duties and functions as a professional employee. Osibanjo and Adenji (2012) state that loyalty is one of the elements used in employee assessments that include loyalty to their work, position, and organization. Loyalty possessed by employees can be a benchmark where the employee can protect and carry out what is his responsibility at work, in position and his organization.

Meanwhile, education & training owned by employees will be able to help deal with issues related to their profession. The level of education & training will affect the ability to achieve what the organization wants and can improve one's position in work optimally according to what was revealed by Rafiel and Davari (2015) that one of the goals of education & training conducted is to provide promotions to an employee, with education & training opportunities to improve positions will be even greater because of the expertise and skills and better work performance. The results of data analysis in this study indicate that simultaneous loyalty, education & training, and performance have a positive and significant effect on job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. This result is in line with the opinion of O'Riordan (2017) stating that the promotion requirements are experience, level of education, loyalty, honesty, responsibility, work performance, social skills, initiative, and creativity. This means that promotion can be influenced by other factors not examined in this study.

In connection with the conditions that influence job promotions, research shows that: 1) education & training and performance simultaneously have a positive and significant effect on job promotions; 2) based on the results of the analysis of competency and loyalty variables significantly influence the job promotions. The results of this research and the theories put forward by experts illustrate that in addition to loyalty, education & training as well as the performance studied in this study, there are still other factors that also affect the job promotions, including competency, honesty, responsibility, level of education, and others. However, based on the results of this study,

employees should have a high commitment to increase loyalty, education & training, as well as performance for the promotion of better and quality positions.

The job promotions given depends on the professional abilities of an employee, the challenge of the task, and the responsibilities assumed and the ability of the leadership in directing the task is something that will be faced by someone who is promoted. For this reason, high loyalty must be had, education & training participated by employees must provide good results on increasing employee knowledge and skills so that performance can be better and optimal.

### **3.2.2 The Influence of Loyalty on Job Promotions**

The results of testing about the effect of loyalty to the job promotions as described previously proves that loyalty has a partially positive and significant effect on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. Based on these results it can be stated that with high loyalty, the willingness of employees in all services to the organization will be done well.

Likewise, loyalty means loyalty and willingness of employees with all abilities, skills, and thoughts and time to participate in achieving company goals and keep the contents of company secrets and not to do things or actions that can harm the company. The above opinion can mean that loyalty can encourage someone to work well and improve their performance. The level of loyalty that is owned by employees at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung can be seen from the results of the study in which from the highest evaluation the obedience indicator in your statement is subordinate who obeys the orders of superiors. This gives the meaning that employees at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung has a high loyalty and obedient to the orders of superiors. Loyalty affects a person's ability to make the best effort in carrying out their responsibilities in achieving the job promotions given to employees.

### **3.2.3 The Influence of Loyalty, Education & Training, and Performance on Job Promotions**

The results of testing on the effect of education & training on job promotions as described previously prove that education & training partially have a positive and significant effect on job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. Based on the results of these studies it can be stated that employees who participated in various education & training can improve their performance because of the knowledge and skills gained when attending education & training. One of the goals of education & training is to improve performance. The good performance will then be a separate assessment for the leadership and the organization in the job promotions. Education & training will have a strong influence on the performance of employees in carrying out their main duties and functions because with adequate education & training the knowledge and skills of employees will be more extensive and will be more able to solve the problems encountered. A good performance in carrying out the main tasks and functions of the employee will be considered able to carry higher responsibilities in carrying out the work. Therefore, adequate education & training will result in someone gaining trust in obtaining higher positions and responsibilities.

The results of this study can also be stated that simultaneous education & training and performance have a positive and significant effect on job promotions. Partially education & training have a positive and significant effect on the job promotions. Education & training can make someone carry out their duties. The results of the study are based on answers to statements in the questionnaire circulated by researchers, it can be seen that the reaction of employees who have attended education & training is that employees can carry out work faster and more efficiently and effectively. Therefore, it is expected that the results of the evaluation of education & training will cause employees to meet all aspects not only of reactions but can further enhance positive behavioral changes, good work outcomes and better knowledge.

### **3.2.4 The Influence of Loyalty, Education & Training, and Performance on Job Promotions**

The results of this study indicate that performance has a positive and significant effect on the job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. This is caused by employees at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung can complete the work ordered by the employer promptly and emphasizes the quality of work and can provide good service to the various parties served. This research can also be stated that the performance is derived from the word job performance or actual performance (work performance or actual achievement achieved by someone) performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. is the level of how employees achieve the requirements of the job, because the achievement or failure of organizational goals is highly dependent on the performance displayed by employees as the main assets of the organization. good performance will have an impact on the expected implementation of organizational goals.

Based on the results of the study it can be stated that the performance carried out by employees, can be used as an assessment of employees, to get an award from the organization for employees who have good performance with job promotion opportunities. Job promotion is determined through the work achieved by timeliness, quality, and the number of jobs that can be completed by the employee. Optimal performance can make the best contribution to the organization where he works, performance will show the form of one's responsibilities so that they can be placed in higher positions.

#### **4. Conclusions**

In this paper, research on the influence of loyalty, education & training, and performance on job promotions at PT. Pos Indonesia (Persero) Tbk. Regional V Bandung. Based on the results of research and discussion it can be concluded that: Simultaneously the three variables namely loyalty, education & training, as well as performance, have a positive and significant effect on job promotions. Loyalty has a positive and significant effect on job promotions. Education & training have a positive and significant effect on job promotions. Performance has a positive and significant effect on promotion.

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